

SEARCH PROFILE:

VICE PRESIDENT, ADMINISTRATION AND OPERATIONS



MILWAUKEE AREA *Technical College*
Transforming Lives, Industry & Community

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A large blue sign for MATC Downtown Campus. The sign features the MATC logo, which consists of a stylized orange starburst shape to the left of the letters 'MATC'. Below 'MATC' is the text 'Downtown Campus'. At the bottom of the sign, it reads 'Milwaukee Area Technical College'. The sign is set against a background of trees and a building.

MATC

Downtown Campus

Milwaukee Area Technical College

Under the direct supervision of the President, the Vice President, Administration and Operations (VPAO) oversees Finance, Construction Services, Facilities and Operations, Information Technology, and retail functions of the College while modeling efforts toward fiscal soundness. These functions include the Business Office, Construction Services, Sustainability, Facilities and Operations, and Student Accounts, which support internal and external stakeholders.

As a member of the President's Executive Leadership Team, this person contributes a broad institutional perspective and participates in decision-making that supports the College's mission, vision, and goals while promoting an environment passionate about meeting and exceeding student expectations. The VPAO leads efforts to apply data-informed decision-making and continuous quality improvement in planning and implementing strategies for mission support. The VPAO serves as a change agent for diversity, equity, inclusion, and multiculturalism as well as innovation, collaboration, legal compliance, and data analysis.

In addition, the selected candidate will ensure that the goals and objectives of services/departments they lead are accomplished within prescribed time parameters, within budget, in compliance with applicable laws and regulations, and meeting service goals and customer service standards. Tasks are varied and often time-critical.



ABOUT MILWAUKEE

Milwaukee is Wisconsin's largest city and the Midwest's fifth-largest city. Located on the shore of Lake Michigan, it serves as the cultural and economic center of the Milwaukee metropolitan area. According to the 2020 census estimate, the area had a population of 1,574,731, making it the 40th-most populous urban area in the U.S.

In the early 21st century, the city began its most significant construction boom since the 1960s. Major new additions to the city in the past two decades include the Milwaukee Riverwalk, the Wisconsin Center, Miller Park, The Hop (streetcar system), an expansion of the Milwaukee Art Museum, the Milwaukee Repertory Theater, and Pier Wisconsin, as well as significant renovations to the UW Milwaukee Panther Arena. The Fiserv Forum opened in late 2018 and hosts sporting events and concerts. Summerfest, the largest music festival in the world, is also a significant economic engine and cultural attraction for the city, so are the major league sports franchises, which include the NBA's Milwaukee Bucks and the MLB's Milwaukee Brewers.

Milwaukee is home to the international headquarters of several Fortune 500 companies: Johnson Controls, Northwestern Mutual, Manpower, Rockwell Automation, Harley-Davidson, Fiserv, Kohl's Corp., and Joy Global. Other companies based in Milwaukee include Briggs & Stratton, Alliance Federated Energy, Hal Leonard, WEC Energy Group, the American Society for Quality, A. O. Smith, Rexnord, Master Lock, American Signal Corporation, AGE Healthcare Diagnostic Imaging and Clinical Systems and MGIC Investments. The Milwaukee metropolitan area ranks fifth in the United States regarding the number of Fortune 500 company headquarters as a share of the population. Milwaukee also has many financial service firms, particularly those specializing in mutual funds and transaction processing systems, and several publishing and printing companies. Service and managerial jobs are the fastest-growing segments of the Milwaukee economy, and health care alone makes up 27% of the jobs in the city.



ABOUT MILWAUKEE AREA TECHNICAL COLLEGE

Milwaukee Area Technical College (MATC) has a long history dating back to 1912, when it was founded as the Milwaukee Continuation School. It became one of the first technical and vocational schools in the United States. The school initially served young adults who had left high school to work but needed additional skills and training to advance in their jobs. Over time, the institution evolved to meet the demands of Milwaukee's changing workforce and economy, expanding its programs to offer a wider array of technical and vocational training options.

In 1923, the school was officially named Milwaukee Vocational School and continued to grow, opening new campuses and expanding programs. By the 1960s, it had become a comprehensive technical college, and in 1969 it adopted the name Milwaukee Area Technical College to reflect its broader educational mission and service area.

Today, MATC serves over 30,000 students across four campuses in the Milwaukee area (Downtown Milwaukee, Oak Creek, Mequon, and West Allis) and provides over 180 programs offering associate degrees, technical diplomas, apprenticeships, and certificates. The top five enrolled programs are Registered Nursing, Associate of Arts, Business Management, Associate of Science, and Practical Nursing. The percentage of part-time students, defined as those taking fewer than 24 credits in a year, is 92 percent. In 2022, the College graduated 2,697 students, and the same percentage of MATC graduates remained to work in Wisconsin. Ninety percent are employed or continuing their education within six months after graduating, earning in 2022 an average of \$48,225

VISION, MISSION, AND VALUES

Mission: MATC's mission is to deliver "Education that transforms lives, industry, and community." This underscores the College's commitment to providing students with a career-focused education for personal and community growth.

Vision: MATC aims to be "the best choice in education, where everyone can succeed." This vision reflects MATC's dedication to accessible, inclusive education, making higher education attainable for students from all backgrounds.

Values: MATC's values include empowerment, inclusion, innovation, integrity, and respect. These values foster a supportive and collaborative environment that promotes inclusivity by creating spaces where all voices are heard and diverse perspectives are respected.

if they held a technical certificate; associate degree earners made an average of \$50,022.

MATC offers transfer options to four-year colleges and universities and dual-enrollment opportunities for high school students. The College is committed to diversity and inclusion, supporting adult education, GED programs, and community partnerships that aid Milwaukee's economic development. The College generates over \$1.4 billion in annual economic activity.

ABOUT MILWAUKEE AREA TECHNICAL COLLEGE (CONT.)

MATC employs around 1,600 people, roughly 80 percent of whom are full-time equivalents as of 2023. People of color comprise 48 percent of the staff, 52 percent of the administration, and 29 percent of the faculty, totaling 39 percent of all employees.

The cost of attending depends on student intent. In 2023, those pursuing an associate degree or technical diploma paid tuition and fees of just under \$5,000, while transfer students paid \$6,265. These rates are compared to approximately \$7,500 per year at a minimum for the Universities of Wisconsin system and an average of nearly \$34,000 paid by those attending private non-profit or out-of-state institutions. Roughly half of MATC students receive some form of financial assistance, and in 2022-2033, students were awarded a total of \$68.2 million for tuition, fees, books, and living expenses.

BUILDING THE WORKFORCE

From dual enrollment opportunities for high school students to associate degrees, technical diplomas, apprenticeships, certificates, and four-year transfer programs, MATC offers affordable, accessible, high-quality education that leads to in-demand careers.

Students learn job-ready skills from day one. They can start their careers with an entry-level credential while continuing to advance their education. Working adults can take advantage of individual courses and programs to stay current in their fields or prepare for a promotion. The College's hands-on, expert-led programs are rigorous and emphasize both the hard and "soft" skills needed for career success.

MATC's [CareerHub](#) connects students directly to internships and career opportunities. MATC is educating the students who will help close the state's skills gap. Affordable tuition and a high rate of return make MATC a smart investment and the region's best value in higher education.

- The average associate degree graduate will earn \$418,000 more throughout their working years than someone with only a high school diploma.
- According to a 2018 report by the respected research firm EMSI, for every dollar that students invest in MATC in out-of-pocket expenses, they receive a cumulative \$3.80 in higher future earnings. This calculation even considers money students would have earned had they worked instead of attended college, though by 2024, the actual numbers would be much higher.

Most associate degree and technical diploma programs can be completed in two years or less of full-time study. Students can complete the first half of a bachelor's degree at MATC. Credits earned in MATC's 200-level courses are accepted at transfer partners, which include public and private four-year schools. Also, transfer agreements that provide transfer of selected associate degree (100-level) courses and programs to four-year

colleges and universities are offered.

Apprentice interns learn a skilled trade through on-the-job experiences and classroom instruction at MATC. Through these "earn and learn" opportunities, they earn wages from their employers.

Certificate programs are short-term (generally one semester programs designed to update current job skills and prepare students for new career opportunities.

GUIDED PATHWAYS

Milwaukee Area Technical College has been making substantial progress with its Guided Pathways initiative as of 2024. This initiative, which started in 2018, focuses on creating more accessible, efficient, and supportive academic and career paths for students to improve completion rates and student success. MATC's implementation of Guided Pathways has led to changes across the College's programs, focusing on advising, retention support, and redesigned courses. These efforts have yielded positive results, with MATC seeing a six-point increase in its graduation rate and a notable improvement in student retention. The College has continued to focus on high-touch advising and support, helping students stay on track with their goals through better course planning and increased access to academic resources.





STRATEGIC PLAN AND PRIORITIES

Milwaukee Area Technical College launched [Transformation 2025](#) as a strategic framework to enhance student experience, institutional quality, equity, and community impact. Designed to conclude in 2025, this framework emphasizes improving graduation and transfer rates through personalizing student services, expanding technology access, and refining academic advising.

- **Student Experience:** MATC aims to increase graduation and transfer rates by creating a more personalized and holistic student experience. This includes improving the onboarding process, increasing access to technology, and enhancing academic advising. These efforts help students progress more efficiently and successfully through their educational programs.
- **Organizational Excellence:** The plan also emphasizes fostering a culture of innovation and agility within the institution. MATC has implemented frameworks to enhance decision-making and evaluation processes, creating a cycle of continuous improvement that allows the College to adapt quickly to student and community needs.
- **Equity:** Promoting equitable outcomes across the College is a cornerstone of Transformation 2025. MATC is working to increase the diversity of its faculty and staff, close the completion rate gap for students of color, and become a Hispanic-Serving Institution (HSI). These efforts aim to create a more inclusive and supportive campus environment that reflects and meets the needs of Milwaukee's diverse population.
- **Community Impact:** MATC strives to catalyze positive change within the Milwaukee community by strengthening partnerships with local organizations, expanding access to employment opportunities, and increasing its influence in the region through initiatives like Milwaukee PBS educational programming. This outreach aligns MATC's mission with Milwaukee's social and economic development goals.

The strategic framework and priorities align MATC's goals with Milwaukee's community objectives, creating pathways out of poverty and contributing to a healthier, more populous city. As this plan nears completion, MATC is actively gathering feedback from community members through roundtables led by MATC's new president, Dr. Anthony Cruz. The roundtables focus on setting priorities for the upcoming five-year plan.



VICE PRESIDENT, ADMINISTRATION AND OPERATIONS

FINANCE DIVISION

Milwaukee Area Technical College's Finance Division supports a wide range of financial services essential to the college's operations and student services. Its functions include budget planning, payroll processing, accounts payable, and student billing. The department also manages third-party payment plans and offers flexible student payment options, including financial aid, payment plans with minimal down payments, and sponsorships from employers or other organizations. MATC's Cashier's Office facilitates tuition payments, with options to pay online or in person at various campuses.

Additionally, the Finance Division oversees procurement activities. MATC's Purchasing Office collaborates with vendors to ensure the College's supply needs are met efficiently and equitably, prioritizing diversity in contracting to include Historically Underutilized Businesses (HUBs) such as minority-owned, women-

owned, and veteran-owned enterprises, aligning with MATC's mission to support the local community.

In terms of employee services, the Payroll Office ensures timely and accurate processing of employee paychecks, assisting with payroll-related questions and coordinating with departments like Human Resources for adjustments related to employment contracts and scheduling. This department is crucial for maintaining MATC's commitment to internal and external financial integrity and supporting operational efficiency across the College.

The Student Accounts department manages billing and payment processing for students, overseeing financial transactions related to enrollment to ensure students understand their financial responsibilities and available options for managing tuition costs. Student Accounts collaborates with other financial services at MATC, such as Financial Aid, to streamline payments for students receiving scholarships, loans, or grants.

VICE PRESIDENT, ADMINISTRATION AND OPERATIONS (CONT.)

FACILITIES OPERATION

Milwaukee Area Technical College manages Facilities Planning, Sustainability, and Construction. Its strategic focus is on enhancing infrastructure across its four campuses: Downtown Milwaukee, Mequon, Oak Creek, and West Allis. By developing a 10-year facilities master plan, MATC aims to align its campuses with sustainability and accessibility goals, reflecting the needs of its diverse student body and its commitment to environmental responsibility.

Key initiatives include sustainable energy projects such as solar installations expected to reduce energy costs and decrease the College's carbon footprint. For example, the Mequon Campus is incorporating a geothermal heating system to lower natural gas use significantly and reduce carbon dioxide emissions by over 50%. Another initiative is the installation of solar panels that aim to generate 2-3 percent of the College's total energy consumption and save up to \$30,000 annually in energy costs. Furthermore, MATC has undertaken stormwater management projects on its properties, introducing green infrastructure that can capture and store rainwater while creating a more park-like, accessible environment for students and the community.

MATC's facilities plan also includes improving community engagement by designing welcoming "main streets" on each campus. These areas serve as active, student-centered spaces that blend academic and social experiences, further strengthening MATC's connections with local communities and enhancing the

overall campus experience. Through these projects, MATC demonstrates a commitment to sustainability and community integration, creating an environment that supports student success and aligns with broader environmental goals.

INFORMATION TECHNOLOGY

The Information Technology (IT) department plays a critical role in supporting the College's mission by providing technical support (help desk and support staff); IT infrastructure management (servers, network systems, data centers, computer labs); software solutions for educational and administrative purposes (Blackboard learning management system, financial systems); and cybersecurity protection that includes compliance with data privacy regulations and laws. Staff are available to provide training on technology integration for teaching and administrative efficiency.

AUXILIARY SERVICES

Auxiliary business operations at Milwaukee Area Technical College contribute to the College's financial sustainability and community engagement through various services and partnerships. These operations include the College's campus stores, food services, and other enterprise services that generate revenue. The revenue generated from auxiliary activities helps support MATC's primary educational mission, providing funds to offset other expenses and keep tuition costs affordable.



VICE PRESIDENT, ADMINISTRATION AND OPERATIONS (CONT.)

MATC's auxiliary enterprises also often partner with community organizations and businesses, supporting workforce development and local job creation through various training programs and collaborations. For example, these enterprises work with MATC's custom workforce training initiatives and career placement services, which aim to fill skill gaps in the Milwaukee area's economy. By offering flexible and accessible resources, such as evening and weekend classes, MATC's auxiliary services help foster a skilled local workforce, further enhancing the College's role as a community resource.

These auxiliary operations form a small but vital part of the College's overall revenue structure, contributing to its capacity to serve over 30,000 students annually while maintaining high technical and academic education standards.

Bookstores

The Milwaukee Area Technical College Bookstore offers services and products to support students' academic needs across multiple campus locations, including Downtown Milwaukee, Mequon, Oak Creek, and West Allis. Students can purchase textbooks, course materials, uniforms, and other necessary supplies directly from the bookstore or through the online store, which provides convenient access for all students, especially those enrolled in online or hybrid courses. The bookstore also offers specific kits, calculators, medical supplies, and other items tailored to various programs like culinary arts and healthcare, ensuring students have specialized materials required for their classes.

Additionally, the bookstore supports students with financial aid-related purchases and textbook buybacks, where

students can sell back textbooks either online or at campus buyback events at the end of each semester. Bookstore staff can assist with textbook selection, financial aid inquiries, and other support needed for a smooth academic experience.

For convenience, MATC also provides a variety of general merchandise, including school supplies, clothing, and accessories. With options to purchase in-store or online, MATC's bookstore services are designed to make essential academic resources easily accessible and affordable for all students.

Food Services

Milwaukee Area Technical College provides various food services to support students' needs and enrich campus life. Notably, Cuisine Restaurant, run by culinary arts students, offers a hands-on training lab with a rotating menu of seasonal dishes. Operating primarily on Wednesdays and Thursdays, this restaurant gives students real-world culinary experience while offering affordable dining options for the MATC community. Meals can be enjoyed on-site or ordered online during limited hours.

Additionally, MATC offers food pantries across multiple campuses. These pantries, part of the Student Resource Center, provide free, market-style access to fresh meals and staple items sourced from local food banks and supported by culinary students. Students can access meals and pantry items by presenting their student ID, ensuring nutritious food is readily available for those in need.

MATC's approach reflects a commitment to practical education and student welfare with an inclusive environment that addresses food security to support student success.





LEADERSHIP AGENDA

- Partner with the President to create entrepreneurial approaches to monetize services, generate revenue outside of enrollment, and manage contracted services.
- Develop and implement a plan to monetize facilities and optimize facility revenue.
- Communicate financial information clearly and helpfully to the Board.
- Upgrade financial systems to MATC District Board.
- Develop a plan and implement a strategy for addressing deferred maintenance and methods for upgrading facilities to enhance the student experience.
- Approach the work with a growth mindset that understands complex systems and the holistic nature of the College's strategic efforts.
- Be a mission-informed facilitator of student success and community impact.

CHARACTERISTICS DUTIES, AND RESPONSIBILITIES

Strategic Leadership: In collaboration with MATC leadership leads, develops, and implements strategic initiatives to create a proactive culture of inclusiveness, positive student experiences, and student success that supports MATC's strategic plan. Prepares fiscal planning analysis in relationship to external project factors and institutional program priorities.

Department Management: Responsible for the overall operations of the following departments: Business Office, Construction Services, Sustainability, Facilities and Operations, Information Technology, and Student Accounts. Serves in an advisory role to the MATC Foundation and Milwaukee Public Television.

Data Analysis and Reporting: Provide and presents timely analysis and information for data-driven decision-making in financial processes. Establishes, implements, and maintains ongoing evaluation to allow for effective measurement through comprehensive data-driven, research-based short- and long-term plans designed to achieve district, division, and department goals.

Financial Accountability and Operations: Directs district investment programs, including the FCC and OPEB Trusts, as well as cash flow management. Serves as the trustee for the FCC and OPEB Trusts, working with, evaluating, and supporting financial advisors of the trusts. Responsible for short-term and long-term borrowing and administers arbitrage compliance and debt management. Directs the development of the multiyear facilities maintenance, remodeling, improvement, sustainability, and expansion plan.

CHARACTERISTICS, DUTIES, AND RESPONSIBILITIES (CONT.)

Contract Execution and Compliance: Responsible for reviewing and signing all contracts approved through the Legal Counsel. Responsible for financial statements and reports of district operations for MATC District Board and local, state, and federal authorities. Maintains all necessary financial compliance.

Continuous Improvement and Process Management: Ensures documented policies and procedures exist and provides leadership and guidance to managers to ensure consistent and institution-wide compliance, establishment of policies, best practices, benchmarking, and performance measurement. Implements technology to evaluate institution-wide operations performance and utilizes appropriate metrics and measurements to drive new and improved processes and programs. Also, plans and implements communication strategies to ensure staff and students' engagement and compliance with MATC policies and procedures.

Committee Involvement: Serves as resource person to the MATC Foundation, subcommittees of the Boards, and as support staff to the Audit Advisory Committee. Provides leadership and support to the Budget Committee and other related college committees. Also, the VPAO is a member of the Milwaukee County Joint Review Board (JRB) and attends monthly and annual meetings representing Milwaukee Area Technical College.

Budgeting and Fiscal Responsibility: Demonstrates expertise in financial systems and processes. Works with department leaders to manage budgets, including developing budget proposals, justifying expenses, and monitoring accounts.

Cross-Functional Relationships and Collaborative Teamwork: Establishes, maintains, and enhances positive work relationships with MATC staff, faculty, and administrators to further behaviors, attitudes, and policies that support positive student experiences and student success while building a welcoming and inclusive culture at MATC.

Leadership and Supervision: Develops and manages a high-performing team with highly skilled and motivated staff focused on delivering quality and value-added services and allocates cross-functional responsibilities and work processes. Responsibilities include hiring, coaching/mentoring, performance management, and progressive discipline as needed.

Ethics and Confidentiality: Practices honesty by demonstrating consistent and uncompromising adherence to strong moral and ethical principles, values, truthfulness, and accuracy in all actions. Addresses all student and employee behavior in a confidential and respectful manner.

Continuous Learning and Professional Development: Maintains current knowledge of best practices and standards related to inclusiveness, positive student experiences, and student success in higher education. Actively organizes and/or participates in applicable workgroups, trainings, workshops, seminars, committees, and professional associations or conferences to promote continuous learning.





KNOWLEDGE, SKILLS, AND ABILITIES

Demonstrated ability to collect, analyze, and utilize data to achieve desired outcomes.

- Exceptional interpersonal and relationship-building skills to serve organizational goals with ability to inspire trust and camaraderie in employees, colleagues, and the community.
- Proven success in leading without direct authority.
- Excellent written and verbal communication skills. Expert in giving presentations and explaining complex content in easy-to-understand terms that aid in understanding and decision-making.
- Demonstrated expertise in strategic leadership working with boards of directors and external leaders, as well as leading and collaborating with executive and staff teams across diverse cultural communities and areas of responsibility.
- Expertise in supervising, coaching, motivating and evaluating staff and actively supporting their professional development. Experience with providing continuous feedback and navigating performance challenges.
- Comprehensive knowledge of strategic planning, data analysis, and budgeting, including demonstrated experience with policy development and change management. Experience with or knowledge of the Wisconsin Technical College System preferred.
- Proficient with Google Suite, Microsoft Office (including Excel, Word, and Outlook), and other necessary software.
- Ability to work with culturally diverse populations of students, employees, and community stakeholders.

CORE COMPETENCIES

- Business insight
- Decision quality
- Resourcefulness
- Plans and aligns
- Drives results
- Manages conflict
- Develops talent
- Builds effective teams
- Demonstrates self-awareness
- Instills trust
- Customer focus
- Action-oriented
- Values differences
- Self-development
- Compassion

MINIMUM QUALIFICATIONS

Bachelor's degree in related field required; with a CPA strongly preferred. Must have experience overseeing multiple operational areas. A minimum of eight (8) years of

experience in performing the responsibilities described in the job description including four (4) years of management or supervisory experience over multiple departments.

PREFERRED QUALIFICATIONS

Master's degree; more than ten (10) years direct experience performing the responsibilities described in the job description including management or supervisory

experience over multiple departments. Certified Managerial Accountant (CMA) certificate. Expert knowledge and skills in GASB principles and applications.



ABOUT THE APPLICATION PROCESS

Nominations, applications, and inquiries may be sent in complete confidence. The Vice President, Administration and Operations position is open until midnight CST on **January 5, 2025**. Application materials (to include a letter of interest, curriculum vitae, and the names, addresses, telephone numbers, and email addresses of five references—who will not be contacted without permission) must be electronically submitted in PDF format to: MATCVPAO@academicsearch.org. For further information or to discuss this opportunity, please contact Rich Cummins, Senior Consultant, at rich.cummins@academicsearch.org.

EEO STATEMENT

Milwaukee Area Technical College will not discriminate against any employee, applicant for employment, student, or applicant for admission on the basis of race, color, national origin, ancestry, sex, sexual orientation, creed, religion, political affiliation, marital status, parental status, pregnancy, disability, age, membership in any reserve component of the armed forces, union affiliation, arrest and conviction record, or any other protected category under applicable local, state or federal law. Milwaukee Area Technical College is an Equal Opportunity/Access Educator/Employer operating under an Affirmative Action Plan. Reasonable accommodations will be provided for qualified individuals with disabilities. If you have a disability and need special accommodation for the application process, please contact our office at 414-297-6529 (Wisconsin Relay System: 711) or email jobs@matc.edu. Women, veterans, and minorities are encouraged to apply.

ABOUT ACADEMIC SEARCH

Academic Search is assisting the Milwaukee Area Technical College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

